



United States African Development Foundation

Effective Teamwork

March 6, 2007

What influences teamwork?



5 factors, in a hierarchy*

Environment



Goals



Roles



Processes



Relationships

(*© James Shonk)

Environment



- “External” examples:
 - Ease or difficulty of doing business
 - Governmental factors
 - Physical infrastructure
 - Stakeholders’ expectations
- “Internal” examples:
 - Expectations, implied and expressed
 - Funding available
 - Resources – people, offices, IT, etc.
- The net effect is the balance between helping and hindering forces

Goals



- These include:
 - USADF's overall goals
 - Individual country and function goals
 - Supervisor's goals
 - Your own goals
- All have to align, but often do not
- Friction arises over unclear, unspoken or non-meaningful goals

Roles



- Roles = job descriptions + informal tasks you normally do
- Roles rarely fit neatly with each other in all circumstances
 - Especially true in smaller organizations
- Role conflict arises over:
 - Unclear job descriptions
 - Overlap or duplications
 - Work falling in the cracks between roles

Processes



- Processes are the way things get done
- Much of ADF's are codified as policy
- “Creep” is evident over time until the original reasons for certain work have been lost
 - That syndrome = “Bureaucracy”
- Effective processes get the maximum outcome for the least time and inputs

Relationships



- Where the quality of our interaction is made or broken
 - But all the factors above bear on our relationships
- Be attentive to the “background conversation” in your head and others’
- The causes of relationship issues are often found in the other factors

Table Exercise

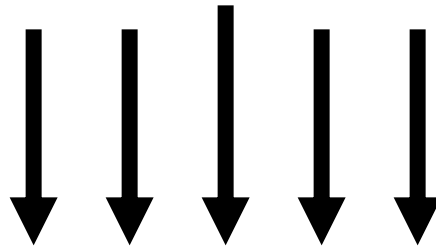


- To identify factors affecting teamwork, let's begin at the top with a simple tool.
- Conduct a Force-Field Analysis (© Kurt Lewin “If you want truly to understand something, try to change it.”)
- Identify the main forces hindering and helping your team to perform.
- The key: Reduce the power of the hindering (negative) forces, versus empowering the helping (positive) forces.
- Select 1-2 hindering forces that you can do something about.

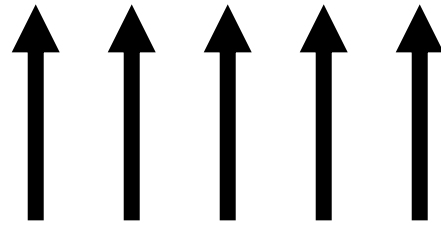
Force Field



Hindering Forces



< The State of the Team >



Helping Forces